

Assessment Task 3	Due Date	%	SILOs Assessed
Group Report	Week 10-11 in allocated timeslot	20	Develop a marketing strategy including a S.W.O.T. and E.T.O.P analysis.  Interpret financial data and make decisions based on this information.

**Submission Details**

Students must submit the group report at the same time as their allocated group presentation in weeks 10-13. All students must assign the statement of authorship. Students are to contribute individually 500-800 words towards this report and each contribution to be collaborated in report format.

Students will receive written feedback within two weeks of submission which can be collected in either the tutorials or at an arranged time.

**Group Report – Worth 20% - Criteria Assessment Sheet**

**Student Names:** \_\_\_\_\_  
**Tutorial Group:** \_\_\_\_\_

<b>ENVIRONMENTAL ANALYSIS</b>	<b>MARK</b> 0 = unsatisfactory 1 = satisfactory 2 = above satisfactory		
Assessment of Industry Environment			
SWOT/Capability Statements			
Strategic Statements			
Intended Strategy			
Realised Strategy			
<b>MARKETING</b>			
Positioning strategy			
Pricing tactics			
Appropriate advertising expenditure			
Appropriate promotional campaigns			
Evidence of future promotions.			
<b>OPERATIONAL MANAGEMENT</b>			
Interpretation of operating results			
Appropriate staffing levels			
Appropriate staff training budget			
Refurbishment program			
Maintenance program			
<b>FINANCIAL and OPERATING RESULTS</b>			
Evidence of cost control systems			
Interpretation of financial results			
Graphs and other 'management' tools			
Discussion of financial and operating results			
Discussion of the importance of cash flow			
<b>CONCLUSIONS, RECOMMENDATIONS &amp; JUSTIFICATIONS</b>			
Are the justification processes clear and backed up with suitable references to 'expert' opinion			
Clear argument summarising main points			
Referencing			
Hotel financially sustainable long term?			
Advice of future hotel direction			
<b>TOTAL MARK OUT of 50</b>			
<b>TOTAL RESULT OUT of 20 %</b>			

**COMMENTS:**

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## Description of Task

This group report is based on the group presentation. It is important that the recommended strategies, actions and recommendations are supported by relevant research and are appropriately referenced in Harvard style. Graphs are not included in the word count.

### **CONTENTS OF THE ASSIGNMENT:**

The assignment should include an assessment of the final overall condition of your company in both the short run and the long run.

The specific items that you should also cover include at a minimum **(students are strongly encouraged to add advanced analysis beyond this list);**

1. An assessment of industry environment (Recap of inherited hotel position).
2. Intended strategy (what was your team trying to achieve).
3. Realised strategy (summary report of what the strategy became).
4. Any deviation in strategy (difference between realised and intended).
5. Strengths and weaknesses of your firm - full SWOT analysis (at the end of simulation).
6. Financial condition (present and future); include at least the following 5-year data in graph format;
  - Graph A. Total Revenue & Net Income Overall
  - Graph B. Rooms Department Total Revenue & Net Income
  - Graph C. F&B Department Total Revenue & Net Income
  - Graph D. Other Department Total Revenue & Net Income
  - Graph E. Overall ROE & ROS
  - Graph F. Occupancy Rate & ADR
  - Graph G. ADR & REVPAR
  - Graph H. Occupancy Rate & Refurbishment Spending

**CRITICAL NOTE:**      **Just presenting graphs is not enough. There is a need to discuss what the graphs reveal and the implication(s) for your firm.**

7. Marketing, sales and pricing activities and their effectiveness (Did they work? Why or why not?)
8. Physical property condition - include renovations made and current status of the property. What rationale was used with your refurbishment decisions?
9. Cost control - including but not limited to: budgets, advertising, wages, fees, etc. What methods did you or could you use to control costs?
10. Strategic recommendations for the new, incoming management team that are thoughtful, specific, detailed and clearly supported by information previously presented in the analysis. What do you recommend the new management should do?
11. An overall conclusion.

## Assessment Task 4

### Individual Report

#### Submission Details

Students must submit the individual report by the 20<sup>th</sup> October 2014 by 3pm in the designated drop box in DW level 2. Students must sign the statement of authorship. Students are to contribute individually 2000 words towards this report.

Hospitality Service Delivery Strategy (Semester 2, 2014)  
 Individual Paper – 60%  
 Criteria Assessment Sheet

Student Name: \_\_\_\_\_

MARKING CRITERIA	MARK
Understanding of Teams Situation at Start/End      10%	
Critique of Strategies Employed                              15%	
Discussion of Theory    20%	
Report format, layout, grammar                              10%	
Referencing    5%	
<b>Total Mark out of 60 % is</b> %	

COMMENTS:

## Description of Task

The individual assignment is a critique of the strategies and tactics implemented by your management team. The report should demonstrate your understanding of your team's situation at the commencement of the simulation and at the end of the simulation. This report is **your opportunity to either agree with, or dissent from** the tactics and strategies employed by your management group.

**It is your opportunity to explain what you might have done differently.**

Some areas that **may** be covered could include;

- What did your firm identify as strategic decisions? In hind-sight were these strategies the most appropriate?
- What is competitive advantage as a concept? What was it for your firm?
- A five forces analysis of your market. How well did your firms capabilities allow it to compete in your industry environment?
- What were the impacts of the team's decisions on human beings (employees, customers, the community and the owners?)
- Comment on the effectiveness and implementation of
  - The Operational plan
  - The Marketing plan
  - The Business objectives including intended and realised strategies
- Reflect on outcome data and perform a technical analysis of the trading results.
- How did your team make decisions? Comment on alternated decision making methods. How was your team organised? What organisational structures might you recommend?
- What recommendations can you supply for improvement?

It is important that your opinion is supported by a trading data, and you can demonstrate an application of some relevant 'management tools' such as environmental analyses, capacity statements, SWOT analysis, ratio analysis in your report.

**Most importantly your decisions should be supported by reference to appropriate theory sources.**

Due 20<sup>th</sup> October 2014 by 3pm at the assignment Drop Box, DW level 2.

## Detailed Grading Criteria

### Assessment Task 3 and 4

	Fail 49-0	D 50-59%	C 60-69%	B 70-79%	A 80-100%
<b>Overall application of PowerPoint presentation</b>	No submission or an answer that had no relevance to or did not answer the questions.	Broadly completed but some parts are superficially treated, misunderstood or nearly overlooked.	Sound conceptual development, problems encountered have been satisfactorily solved, resulting in well-presented work	Material presented is strongly linked to task; comprehension of task is high.	Sophisticated concepts communicated through advanced use of technique Exceeds or refines the basic task requirements.
<b>Interpretation of overall financial statements and hotel positioning</b>	Theories and concepts are lacking and not applicable to the questions.	Generally very limited application; some misunderstanding or quite superficial treatment.	Relevant concepts, etc. applied in a generally appropriate and thoughtful way. No major misunderstanding; logical connections between ideas; no serious omissions.	Critical or evaluative thinking about how concepts/theories are applied; little inaccuracy or misunderstanding.	Creative or reflective processing of theories/concepts; understanding of how and why they are used; critical and evaluative thinking.
<b>Academic structure and appropriate layout of assessment tasks</b>	Structure and organisation of the case study is poor; needed to focus upon the questions.	Well enough structured to make sense; could be better organised and more tightly focused upon the questions. Instances of irrelevance or confusion.	Sequence and structure are logical and easy to follow.	Ideas are sequenced in a logically satisfying way; connections between different themes or sections are well made.	Structure and sequence are used effectively to help integrate ideas or support logical argument. Soundly structured throughout.
<b>Language use</b>	Not able to be understood; confused or unclear expression. Spelling, punctuation & grammar unsatisfactory.	Some confused or unclear expression. Spelling, punctuation & grammar generally satisfactory but likely to need attention.	Language is generally sound and clear throughout.	Language use demonstrates precision and expressiveness as well as clarity.	Confident and precise use of language; mastery of style and tone.